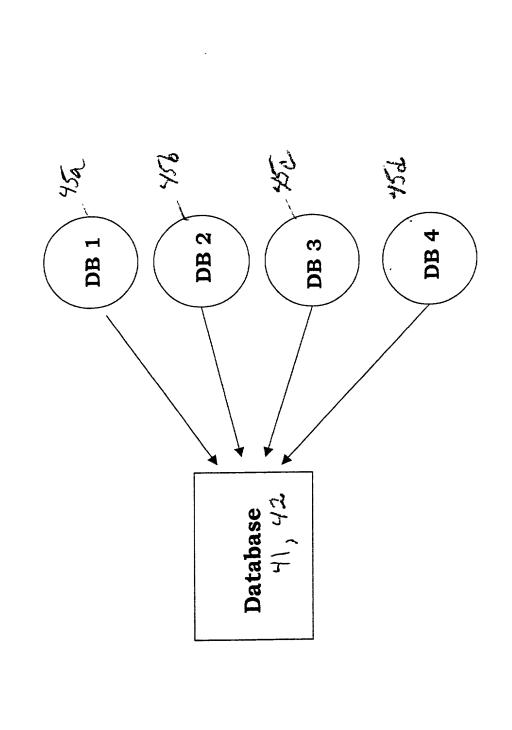
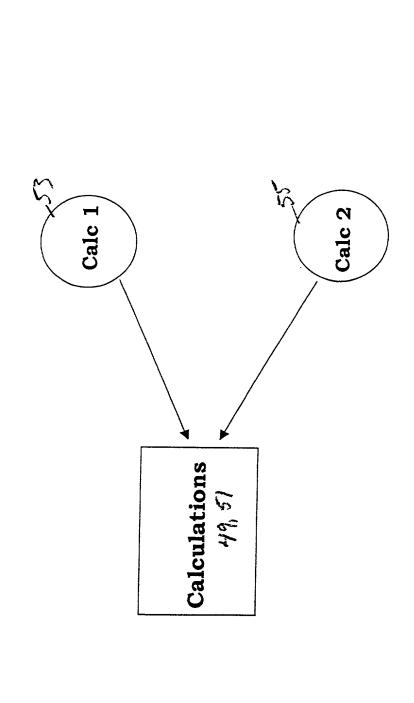


FIG.2: Modules within workbooks - Database

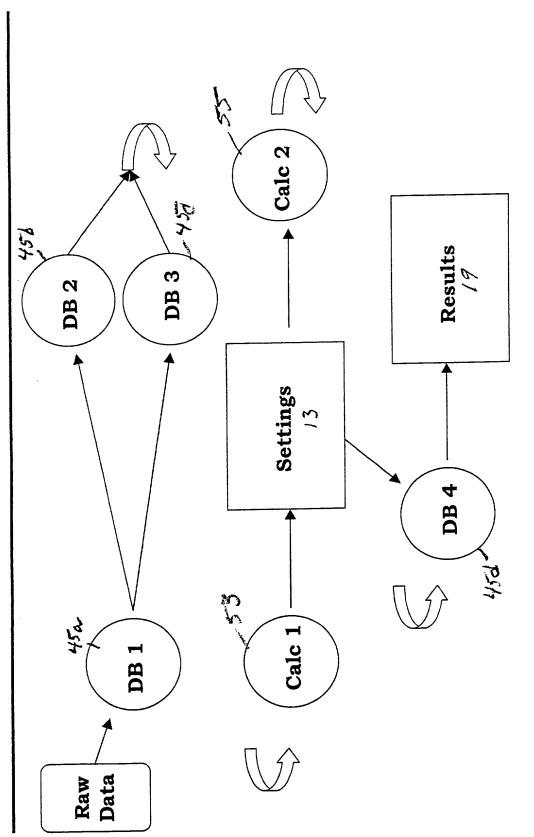
\frac{\frac}}}}}}}{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac}}}}}}}{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac}}}}}}}{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac}}}}}}}}{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac}}}}}}}}}{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac}}}}}}}}{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\frac{\





- CASE STRATEGY, LLC

FIG.4: FLOW DIAGRAM



			1	
Intervals			produced to	
ABS DIFF 12.7735% 27 CORREL 0.6388 ,27	1. Reenerg.	2. Adj.	3. Trans.	3/ Threshold
	Interval	Interval	interval	Туре
I. Prediction				ì
A. Key Business Parameters				
1. Mkt Share/Revenue Ratio	Low	Medium	Hiah	Percentile
2. Asset Intensity (Asset/Rev Ratio)	High	Medium	Low	Percentile
 Change in Profitability Funding Strategy / Risk 	Zero	lner.	decl.	Percentile
1. Company Beta	wol	Modium	1.0.4	:
2. Debt/Equity Ratio	High	Medium	ngiri -	Percentile
3. Creditworthiness	MO -	Lich	L'OW	Percentile
4. Cash Flow/Revenue Ratio	MO	High	Medium	Percentile
C. Market		- 1611 J	Medium	Percentile
1. Relative Market Share	Medium	Hich	-	: C
Change in Market Share	Zero	locr	LOW Doc	Percentile
3. Relative Elasticity of Demand	High	Medium	Low	Percentile Percentile
II. Actual				
A. Business Structure				
1. Business Mix	Low	High	۷/۷	
2. Business Age	High	Hich	() () () () () () () () () ()	rercentile
3. Number of Divisions	Low	High	8 N/N	Prixed
4. Number of SIC Industries	Low	H	(A/N	Derconfile
B. Business Strategy)		
1. R&D Investment	Low	Low	High	Darcentile
2. Acquisition Strategy	N/A	N/A	V	
3. Strategic Intent	N/A	N/A	N/A	N/A
list of Argumente Cor This Table				
List of Alguments FOLITIS Table	Low	Medium	High	Percentile
	Deci.	Zero	lncr.	Fixed
	N/A	N/A	N/A	N/A

Sample non Settings

点等

ŀ	-	L L	L L	9		
+	2					
$\overline{}$	Conversion	Do Not Change				
3 8		1. Reenerg.	2. Adj.	3. Trans.	Threshold	
4		7.7	10,000	les created	Type	
20		Interval	mervai	IIICIVAI	26.	
一	. Prediction					
8	A. Key Business Parameters				•	
6	1. Mkt Share/Revenue Ratio	-	2	က	- ·	
9	2. Asset Intensity (Asset/Rev Ratio)	က	2	-	~ -	
=	3. Change in Profitability	2	က	-	-	
12	B. Funding Strategy / Risk					
13	1. Company Beta	-	2	က	~ -	
4	2. Debt/Equity Ratio	က	2	~	-	
15	3. Creditworthiness	_	က	2	-	
16	4. Cash Flow/Revenue Ratio	_	က	2	-	
17	C. Market					
18	 Relative Market Share 	2	က			
19	2. Change in Market Share	2	က	•	 .	
20	3. Relative Elasticity of Demand	က	2	τ		
21						
	II. Actual					
23	A. Business Structure		•	ć	•	
24	1. Business Mix	-	က	ກ ·	- (
25	2. Business Age	က	က	, (7 ,	
26	3. Number of Divisions	-	က	တ ်	- ,	
27	4. Number of SIC Industries	_	က	တ	-	
28	B. Business Strategy				•	
29	1. R&D Investment	~	~	က	 (
30	2. Acquisition Strategy	6	O	6	ග	
સ	3. Strategic Intent	တ	<u>ග</u>	6	တ	
32						
33	·······			,		
34						

Fig 58

Arguments for Threshold Fixed 2 N/A 9 Percentile 1	lents for Prediction Arguments for Actual Arguments for Threshold Arguments for Threshold Arguments for Threshold Fixed 2 High 3 N/A 9 N/A 9 has to be sorted alphabetically by name in ascending order.	٧		_	(L	_			
		A			၁	O I	ш		<u> </u>	ග	I
		General Arguments	ıts		Arguments f	or Prediction	Arguments	for Actual	Argun	nents for	Threshold
Fixed N/A Percentile	Fixed N/A Percentile										
Fixed N/A Percentile	Fixed N/A Percentile										
N/A Percentile	N/A Percentile	Bottom 1	_		Decl.	_	Decl.	-	Fixed		2
		Extra 4	4		High	က	High	က	A/N		6
Low 1 Medium 2 N/A 9 Zero 2 Action 2. Sero 2. Sero 2. Sero 2. Sero 3. Sero 3. Sero 3. Sero 4. Sero 4. Sero 4. Sero 5. Sero 5. Sero 6.	Low 1 Low 1 Medium 2 N/A 9 Zero 2 Let, each list has to be sorted alphabetically by name in ascending order.	Middle 2	2		Incr.	3	Incr.	က	Percer	ntile	-
Medium 2 N/A 9 Zero 2 ., each list has to be sorted alphabetically by name in ascending order.	Medium 2 N/A 9 Zero 2 Leto 2 and list has to be sorted alphabetically by name in ascending order.	7 N/A 9	6		Low	~	Low	τ			
Zero 2, each list has to be sorted alphabetically by name in ascending order.	Zero 2 e, each list has to be sorted alphabetically by name in ascending order.	ن 1	3		Medium	2	N/A	6			
, each list has to be sorted alphabetically by name in ascending order.	each list has to be sorted alphabetically by name in ascending order.				Zero	2					
, each list has to be sorted alphabetically by name in ascending order.	s, each list has to be sorted alphabetically by name in ascending order.										
, each list has to be sorted alphabetically by name in ascending order.	, each list has to be sorted alphabetically by name in ascending order.										
		any of these arguments change	uments change	<u>w</u>	each list has to	be sorted alphabe	tically by name in	า ascending orc	der.		
										•	

下海、元

	357		
Scoring			general.
	page base of the control of the cont		The state of the s
ABS DIFF 12.7735% CORREL 0.6388	7. Reenerg.	2. Adj.	3. Trans.
272	Score	Score	Score
I. Prediction			
A. Key Business Parameters			
i. with Share/Revenue Ratio 2. Asset Intensity (Asset/Rev Ratio)	100.00	100.00	100.00
3. Change in Profitability	100 00	25.00	25.00
B. Funding Strategy / Risk		100.00	100.00
1. Company Beta	100.00	100 00	
2. Debt/Equity Ratio	125.00	125.00	100.00
3. Creditworthiness	25.00	25.00	125.00
4. Cash Flow/Revenue Ratio	25.00	25.00	25.00
C. Market		70.00	25.00
 Relative Market Share 	200.00	00000	
2. Change in Market Share	150.00	150.00	200.00
3. Relative Elasticity of Demand	0.00	0.00	0.00
II. Actual)
A. Business Structure			
1. Business Mix	0.00	75.00	
2. Business Age	0.00	0.00	100.00
4. Number of SIC Industries	25.00	25.00	
B. Business Strategy	75.00	25.00	
1. R&D Investment	0.00	0.00	100 00
 Acquisition Strategy Strategic Intent 	112.50	75.00	112.50
	75.00	150.00	150.00

Sample from Settings

まら

Thresholds

	الم الم	, 8
12.7735%	0.6388	
ABS DIFF	CORREL	

I. Prediction

45.00%

2. Asset Intensity (Asset/Rev Ratio)

3. Change in Profitability

B. Funding Strategy / Risk

2. Debt/Equity Ratio 1. Company Beta

3. Creditworthiness

4. Cash Flow/Revenue Ratio

C. Market

1. Relative Market Share

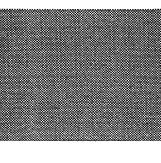
3. Relative Elasticity of Demand 2. Change in Market Share



56.25%

56.25% 56.25%

75.00%



II. Actual

A. Business Structure

1. Business Mix

3. Number of Divisions 2. Business Age

4. Number of SIC Industries

B. Business Strategy

3. Strategic Intent

2. Acquisition Strategy 1. R&D Investment

1.Bottom Threshold 2.Middle Threshold

at Percentile

at Percentile

at Percentile

3.Top Threshold

85.00%

80.00%

58.00%

80.00% 82.00% 65.00% 65.00%

55.00% 35.00% 45.00%

45.00% 45.00% 20.00%

35.00% 35.00% 35.00%

52.00% 55.00% 80.00%

元記

					~
	A B C D	Ш	L	9	工
-	Thresholds				
2					
က		1.Bottom Threshold 2.Middle Threshold	2.Middle Threshold	3.Top Threshold	
4	CORREL 0.6388	i	i	·	
ა		Fixed	Fixed	Fixed	
9 2	Drediction				
-					
8	A. Key Business Parameters				
6	1. Mkt Share/Revenue Ratio	4.00%		%00.9	
10	2. Asset Intensity (Asset/Rev Ratio)				
=	3. Change in Profitability				
12	B. Fur				
1 5	_				
2 ;					
14	 1				
15	3. Creditworthiness				
16	4. Cash Flow/Revenue Ratio				
17	C. Market				
18	1. Relative Market Share				
19	2. Change in Market Share				
20	3. Relative Elasticity of Demand				
21	Ι"		-		
22	II. Actual				
23	A. Business Structure				
24	1. Business Mix				
25	2. Business Age		7.00		
26			*************		
27					
28	B. Bu				
20	,				
ျန			***************************************		
3					
32	, -	ODDÍVICO OD POTO DO CONTRACTO D	8		
33	3				
34	4				
	No.				

FigSF

П		
~		
H		
Н		
工		
	ans.	
၅	3. Trans.	
H		
	2. Adj.	
	ri N	
H	n i	
ш	T. Reenerg.	
	4. g	
Н		
H	d d	
	itio atio see Rean see seman see seman see seman see seman see seman see see see see see see see see see se	
	s eters are Ra sset/F sit with a set/F sit with a set/F sit with a state of De	
ပ	aram event ty (Ar offitat y / Ri tta Ratio ness keven ress ket S arket sticity sticity sticity offic In offit Strate	
	rate sare/Rate Rate Rate Rate Rate Rate Rate Rate	
	I. Prediction A. Key Business Parameters 1. Mkt Share/Revenue Ratio 2. Asset Intensity (Asset/Rev Ratio) 3. Change in Profitability B. Funding Strategy / Risk 1. Company Beta 2. Debt/Equity Ratio 3. Creditworthiness 4. Cash Flow/Revenue Ratio C. Market 1. Relative Market Share 2. Change in Market Share 3. Relative Elasticity of Demand 1. Business Structure 1. Business Structure 3. Number of Divisions 4. Number of SIC Industries B. Business Strategy 1. R&D Investment 2. Acquisition Strategy 3. Strategic Intent 3. Strategic Intent	
	ediction A. Key Bus 1. Mkt 2. Ass 3. Chs 3. Cre 4. Cas 7. Cas 7. Cas 1. Rel 1. Rel 7. Cas 3. Rel 4. Busine 4. Nus 3. Nus 3. Nus 3. Nus 3. Nus 3. Str	
В	Factors & Factors & A. Key B. A. Key B. B. Fundii a. 3. C. A. S. C. A. S. C. Marke C. Marke C. Marke A. N. B. Busin A. Busin B. Busin 3. N. S.	
V		33
	32 33 35 28 25 25 25 25 25 25 25 25 25 25 25 25 25	34

S	_ t				DOZEGYĘ DIIIDA95	4507		•	
\neg	AB C D	ш	H 9/1		Y f	M N	Z	0	۵
	s com corporation	1		1 Fortun	1 Fortune Fastest Growth (5 yrs)	ABS DI	21.83%	Analyze	yes
5 4 3	I. Prediction ユチナ	Ky DB 2 公公公	Value		Interval	1. Reenerg.	2. Adj.	3. Trans.	
9 2	A. Key Business Parameters 1. Mkt Share/Revenue Ratio		-455.14%		Low	100	57	مماليمة فالاه الكياسية المهاد ومعالجة	
ထ တ ်	 Asset Intensity (Asset/Rev Ratio) Change in Profitability 		0.78 -0.010		Low decl.	3		25	
9 =	B. Funding Strategy / Risk 1. Company Beta				: « : 4			2	
12	2. Debt/Equity Ratio	0	0.01		N/A Low			105	
£ 4	Creditworthiness Cash Flow/Revenue Ratio	← ¢	1.50		High		25	271	
12	C. Market	•	07.		High		25		
16	1. Relative Market Share	0	0.34		Medium	200			
14	2. Change in Market Share	-26	-29.54%		Decl.	007		150	
<u> 5</u>	Relative Elasticity of Demand	က	3.00		Medium			2	
$\overline{}$	Growth Strategy					40.00%	6.67%	53 33%	100 00%
72	277	Ä	750			300	50	400	750
23	23	N DE GINE							
25	ii. Actual	>	Value		Interval	1. Reenerg.	2. Adj.	3. Trans.	
92	A. Business Structure								
78	1. Business Mix	102	102.45%		High		75		
59	3. Number of Divisions	27	21.00 4.00		High		!		
8		r	2.00		riign Low	25	25		
38	B. Business Strategy 1 R&D Investment	**	0.497			<u> </u>			
33	2. Acquisition Strategy		7.01%		High		i i	100	
34	3. Strategic Intent					25	æ æ	56.25 63	
_	Ground's Stanta						}	3	
31818	orowii oliategy					11.20% 50	39. 4 1%	49.38%	100.00%
8						3	2	67.617	444

Field A

		۵.	1979 4.00 635.79 50.00% 50.00% 100.00%
••		0	ded (4 digit) Divisions 1. Reenerg. 2. Adj. 3. Trans. 1. Reenerg. 2. Adj. 3. Trans. 1. Reenerg. 2. Adj. 3. Trans. 4. Change in Share Revenues 2. 25% 3. 100.0 3. Trans. 4. 50.0 4. 50.0 4. 50.0 4. 50.0 4. 50.0 4. 50.0 4. 50.0 4. 50.0 4. 50.0 4. 50.0 4. 50.0 4. 50.0 4. 50.0 4. 50.0 4. 50.0 4. 50.0 1. 100.0 8. Change in Share Assets -1. 2. 5 -1. 3. 40.0 8. M/A 8.
			catio
	-	E	Year Business F Number of Busin 1999 R&D Allo Acq. Strategy: Acq. Strategy: Assets Assets Assets Assets 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0
Januarian La Cartana La Cartana La Cartana La Cartana La Cartana La Cartana La Cartana La Cartana La Cartana	×		3.00 403.87 30.21 500.53 2.29% 3.25% 16,738.00 6.00 6.00 6.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%
	-		Available mil) mil) mil) mil) mil) mil) k) Revenues 3,083.95 442.91 2,245.29 2,589.66 569.90
7769	 - 	MOBILITY	Number of Years Data Available 1999 Net Income (in mil) 1997 Net Income (in mil) 1996 Net Income (in mil) 1999 Market Share (%) 1999
The state of the s	9		Number of 1999 Ne 1998 Ne 1997 Ne 1999 Me 1999 Me 1999 Me 1999 Me 1999 Me 1999 La Number o Elasticity Company Company Company Company Company H68.28
oook.	H	15a 7	1999 5,772.15 5,420.37 5,606.08 4,495.39 4,080.52 4,080.52 4,160.58 1,160.58 1,160.58 1,160.58 1,160.08 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%
Sample worksheet from "Database" workbook.	D	•	(in mil) (fin mil) (fin mil) (in mil) (
heet from "Da	၂		wallable in mil) in mi
ample workst	A B	III. Data	Latest Year Data A 1999 Revenues (ii 1996 Revenues (ii 1997 Revenues (ii 1997 Revenues (ii 1999 Assets (in m 1999 Assets (in m 1999 Debt Outstar 1999 Liabilities (w, 1999 Cash at End 1999 Interest paid Business Mix Geography Region 1 Region 2 Region 3 Region 4 Region 5 Region 5 Region 6 Business Segment 1 Segment 1 Segment 3 Segment 3 Segment 4 Segment 5 Segment 5 Segment 6 Segment 7 Segment 7 Segment 7 Segment 9
S	- 1	8 4 4	75 7 7 7 7 7 7 7 7 7 7 7 7 9 8 8 8 8 9 9 9 9

netGuru, Inc. -768.75% 1286.53% 0.00% 10.57 85.00 Low THE RESIDENCE OF THE PARTY OF T The Walt Sample Size -858.22% Low Maximum Variance Median -1975.11% 3.25 FALSE -62.41% FALSE Ϋ́ Neurocrine -1054.61% Fo≪ Analysis: Minimum SD Mean Company RAVISENT -1975.11% Low POS INF -3.43% 50.45% <u>ړ</u> ۷ FALSE FALSE ٧ **NEG INF** From => -3.43% 50.45% 5 Percentile Percentile Percentile ш Calcil 1. Mkt Share/Revenue Ratio Type 1. Mkt Share/Revenue Ratio 5 A. Key Business Parameters ပ Medium Interval High Low Factor / Company 100.00% -400.00% -1900.00% -2400.00% -900.00% -1400.00% nterval $\mathbf{\alpha}$ 11 Strategy 29 13 1. Reenerg. 15 3. Trans. 14 2. Adj. 20 S 4 9 12 16 18 19 2 2 2 25 26 28 ထ 17 ೫ 7 O 3

Sample from Calculations

Fre 7A

Samp	Sample from Calculations	<u> </u>					
							-
	S	Ξ	Ľ.	5	Ŧ		_
-	All Factors						
3 6							
4	746	3 Com Co	3 Com Corporation	Adams Re Energ	Adams Resources &	Alc	Alcoa
ပ ပ	-	Analyze	yes	Analyze	yes	Analyze	yes
7	I. Prediction	2	intel val	v aiue	ınterval	Value	Interval
8	A. Key Business Parameters						
6	1. Mkt Share/Revenue Ratio	-455.14%	Low	20.47%	Medium	21.96%	Medium
2	Asset Intensity (Asset/Rev Ratio)	0.78	Low	0.07	Low	1.05	
=[3. Change in Profitability	% 2 6-0-	decl.	-0.07%	Zero	0.84%	Tod
12	B. Funding Strategy / Risk)	2	5
13	 Company Beta 		A/N		A/N		VIV
-	2. Debt/Equity Ratio	0.01	Low	0.27	Medium	070	Woding.
12	3. Creditworthiness	1.50	High	0.03	WO -	2,60	imediali.
16	4. Cash Flow/Revenue Ratio	0.20	High	000	¥0.	2.00	TIIGH
17	C. Market			200	8	 	Medium
18	1. Relative Market Share	0.34	Medium	0.28	Medium	2 23	1
9	2. Change in Market Share	-29.54%	Decl.	%96.02	Incr	1 410	ngırı Zere
2	3. Relative Elasticity of Demand	3.00	Medium	2.67	Low .	3.00	Medium
2 2	11.00						
	A. Business Structure						
24	1. Business Mix	102 45%	Ţ	17 150/	-	3	•
25	2. Business Age	21.00	I igi	52.00	M T	13.04%	NO.
56	3. Number of Divisions	20:12	- 1011 - 1011	33.00 9.00	uğır,	93.00	High
27	A Number of SIC Industries	4.00	ugir.	3.00	Low	00.9	High
28	B. Business Strategy	2.00	Low	3.00	High	00.9	High
79	1. R&D Investment	11.01%	High	0.00%	Low	0.78%	ă
		The state of the s				?) ;)	בכא

Company	Average	3 Com Corporation	Adams Resources & Energy, Inc.	Alcoa	Aliled Waste Industries, Inc.	Amazon.com	Amazon.com America Online Inc.	American Express	Ameritrade Holding	Amsouth Bancorp.	Applied Digital Solutions	
Sheet Number Analyze I. Prediction		1 yes	2 yes	3 yes	4 yes	5 yes	6 yes	7 yes	corporation 8 yes	6 00	10 yes	,
1. Reenerg. 2. Adj. 3. Trans.	24.12% 46.16% 29.73%	40.00% 6.67% 53.33%	46.67% 50.00% 3.33%	20.00% 73.33% 6.67%	46.67% 33.33% 20.00%	23.33% 60.00% 16.67%	13.33% 63.33% 23.33%	46.67% 33.33% 20.00%	10.00% 36.67% 53.33%	Y Y X	6 67% 50 00%	
1. Reenerg. 2. Adj. 3. Trans.	28.42% 46.12% 25.45%	11.20% 39.41% 49.38%	69.59% 30.41% 0.00%	36.64% 54.42% 8.94%	50.89% 49.11% 0.00%	13 70% 59.84% 26 45%	28 08% 64 42% 7.50%	54.92% 34.68% 10.40%	21 54% 28.41% 50.05%	N/A N/A N/A	10 49% 72.63% 16 88%	
ABS DIFF	12.7735%	21.8318%	15.2797%	12.6095%	13.3333%	6.5230%	10.5556%	6.3980%	7.6962%	ΑN	47.63750/	
Correlation 1. Reenerg. 2. Adj. 3. Trans.	0.65299 0.57538 0.68798										200	
Average	0.63878											

9 9

		454			H54	· ·	
	ABCD E	F G H I	ر ح	L	z	0	۵
- 2	Colgate-Palmolive Company	26 Fort	Fortune Most Admired List	ABS DIFF	1.97%	Analyze	yes
က							
4 3	I. Prediction	Value	Interval	1. Reenerg.	2. Adj.	3. Trans,	· · ·
9	A. Key Business Parameters				7		
7	1. Mkt Share/Revenue Ratio	-37.22%	MC -	100	1		
8	-1	0.81	Low	2		30	-
6	1	0.010	Incr.		100	67	
위	œi))		
=			N/A				-
12		1.41	Medium		125		
13	١	1.56	High		25		-
4		0.14	Medium		3	25	
15	ပ					2	
9		0.23	Medium	200			•
7		-0.61%	Zero	150			
18		2.00	Low	2			
19							
2 3	-		Growth Strategy	80.009	33.33%	6.67%	100 00%
23	71/(502/2)			450	250	20	750
3 6	And the state of t	(36)	2 com 0 com				
3		4					-
24	24 II. Actual	Value	Interval	1. Reenerg.	2. Adj.	3. Trans.	_
26	A. Business Structure		4 400				
27		7 64%	7				-
28		194 00	Low				
23		2000	11611	ŭ			
30		200	**************************************	C 7 C			
31	<u></u>		A L	C7			
32	,	1.85%	MO				
33				ų,	38		
34	· · · · ·			8 4	8 C4	24	
35				!	ī	7	
36			Growth Strategy	58.89%	31.58%	9.53%	100.00%
388	,			148	79.5	24	252

Fig 9A

				ار ا	2		٦
1999	Number of Year	Number of Years Data Available	4.00	Year	Year Business Founded (4 digit)	led (4 digit)	1806
9,118.20	1999 Net Incon	Net Income (in mil)	937.30	Numb	Number of Business Divisions	Divisions	2.00
8,971.60	1998 Net Incon	Net Income (in mil)	848.60	1999	1999 R&D Allocation (in mil)	n (in mil)	169.00
9,056.70	1997 Net Incon	Net Income (in mil)	740.40				
8,749.00	1996 Net Incon	Net Income (in mil)	635.00	Acq. §	Acq. Strategy:	1. Reenerg.	20.00%
				•	~	2. Adj.	20.00%
7,423.10	1999 Market Share (%)	hare (%)	11.44%	7		3. Trans.	0.00%
7,685.20	1998 Market Share (%)	hare (%)	11.51%		ر	Total	100.00%
2,582.20	1999 Largest F	Largest Player's Revenue	39,740.00				
1,833.70				Strate	Strategic Intent	1. Reenerg.	26.00%
3,007.20	Number of SIC I	Number of SIC Industries Involved	2.00		_	2. Adj.	28.00%
1,292.70	Elasticity Sum of All Industries	f All Industries	4.00		A Property	3. Trans.	16.00%
199.60	Company Beta Hard	Hard			j	Total	100.00%
171.60	Company Beta Switch	Switch	1.42				
1998			1999	CD.		% Change in Share	in Share
% Share	Assets % Share	re Revenues	% Share	Assets	% Share	Revenues	Assets
33.92%	0	0.00% 3,213.00	35.24%		0.00%	3.88%	A/Z
26.84%	·0	0.00% 2,356.70	25.85%		0.00%	-3.70%	N
23.05%	· -	0.00% 2,028.80	22.25%		0.00%	-3.46%	A N
16.19%	o o	0.00% 1,519.70	16.67%		0.00%	2.94%	N/A
0.00%	о —	0.00%	%00.0		0:00%	A/N	A/N
0.00%	0	0.00%	0.00%		0.00%	A/N	V/N
Į					•		
88.90%	о 	0.00% 8,048.90	88.27%		0.00%	-0.70%	A/N
11.10%	<u>о</u>	0.00% 1,069.30	11.73%		0.00%	5.64%	N/A
0.00%	о́ —	0.00%	0.00%		0.00%	N/A	A/N
0.00%	o ·	0.00%	0.00%		0.00%	N/A	N/A
0.00%	· O	0.00%	%00.0		0.00%	A/N	A/N
0.00%	о́ 	0.00%	0.00%		0.00%	N/A	A/Z
0.00%		0.00%	0.00%		0.00%	A/N	A/Z
0.00%	·0	0.00%	0.00%		0.00%	A/N	A/N
0.00%		%00.0	0.00%		0.00%	A/N	A/N
0.00%	0	0.00%	%00.0		0.00%	A/N	A/N

F-590

	A B	S	Ш	9	Ξ		000	BM	NA NA
1 2	4. Cash Flo	4. Cash Flow/Revenue Ratio	Ratio	53		•			
က			Section 18						
4	Factor / Company	any		SPEEDUS.CO		Miravant	FALSE . C		The Procter &
2	B. Funding Strategy / Risk	ategy / Risk		i IIIc	recimologies,	Medical	Ľ	raimonve	Gample
9	4. Cash F	4. Cash Flow/Revenue Ratio	•	11.21 - مرز	-1.28	-1.26	FALSE • •	° 0.14	0.15
8	Interval		ં હોંગુ ફિંક)	Low	Low	Low	N/A · · · A/N	Medium	Medium
6							-		
2 2	Strategy	Interval	Type	From =>	70 <	Analysis:	Sam	Sample Size	85.00
2 5	-	-	ro Se-1			;		:	
5 2	13 I. Reenerg.	Low	Percentile Porcentile	NEG INF	0.07 DOS INE	Mean	-0.10 Med	Median	0.10
7	2. ruj.	Modium		0.13	POS INF	Minimum		Maximum	0.51
19		Media) (1.0)	C.1.0	on S		Variance	1.58
7 2									
19	0.50								
8									
7 2	0.25					ı			
2 23									
12 2	0.00			2					
27	-0.25	~~ ~~	<u>L</u>						
8		morrosine.							
₹ 8	-0.50								
हि					Company				
3									

المارية

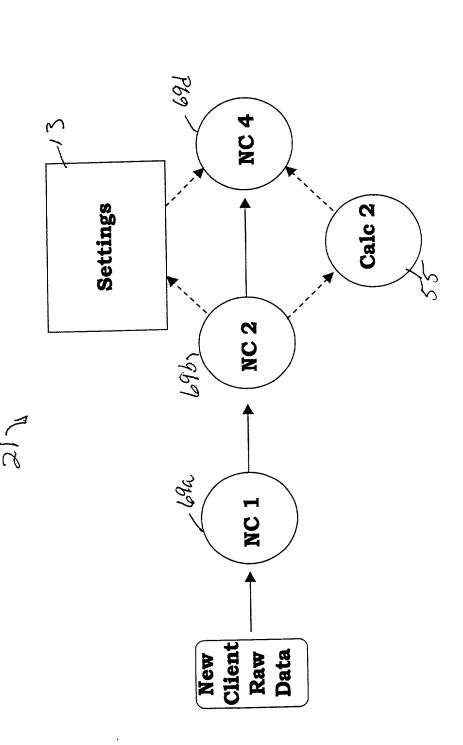
49a J

All Factors

	3 Com Cor	Corporation	Adams Resources &	sources & vi i	Colgate-Palmolive		Compaq Computer	Somputer •	•
	Analyze	, yes	Energy, Inc.	/, Inc. yes	Company Analyze	yes	Corporation Analyze yes	ration yes	
Dradition	Value	Interval	Value	Interval	value		Value	Interval	
A Kov Business Darameters									D
dy Dusiness Farameters 1 Mkt Share/Revenue Ratio	-455 14%	wo	20 47%	Medium	-37.22%	Low	-69.67%	wo	oc.
2 Asset Intensity (Asset/Rev Ratio)	0.78	wo I	0.07	wo	0.81	Low	0.71	NO.	ke1
3. Change in Profitability	%26:0-	decl.	-0.07%	Zero	1.01%	Incr.	-1.70%	decl.	t N
B. Funding Strategy / Risk	!								o.:
1. Company Beta		A/N		ΑN		N/A		A/N	
2. Debt/Equity Ratio	0.01	Low	0.27	Medium	1.41	Medium	0.03	Medium	31
3. Creditworthiness	1.50	High	0.03	Low	1.56	High	1.31	High	.54
4. Cash Flow/Revenue Ratio	0.20	High	0.00	Low	0.14	Medium	0.03	Low	.10
C. Market		ı							000
 Relative Market Share 	0.34	Medium	0.28	Medium	0.23	Medium	0.44	High	0-0
2. Change in Market Share	-29.54%	Decl.	20.96%	Incr.	-0.61%	Zero	-16.44%	Decl.)00
3. Relative Elasticity of Demand	3.00	Medium	2.67	Low	2.00	Low	3.00	Medium) -
II. Actual									-
A. Business Structure									
1. Business Mix	102.45%	High	17.15%	Low	5.64%	Low	12.45%	Low	
2. Business Age	21.00	High	53.00	High	194.00	High	18.00	High	
3. Number of Divisions	4.00	High	3.00	Low	2.00	Low	4.00	High	
4. Number of SIC Industries	2.00	Low	3.00	High	2.00	Low	2.00	Low	
B. Business Strategy									
1. R&D Investment	11.01%	High	0.00%	Low	1.85%	Low	4.31%	Low	

μ	
0	
12	7

	A B	ပ	AC
-	Strategy Table		
2			
3			
	Company	Average	Colgate- Palmolive Company
4			•
2	Sheet Number		26
9	Analyze		yes
7	•		
8	I. Prediction		
6	1. Reenerg.	24.12%	%00.09
9	2. Adj.	46.16%	33.33%
F	3. Trans.	29.73%	%299
12	II. Actual		
13	1. Reenerg.	28.42%	58.89%
14	2. Adj.	46.12%	31.58%
15	3. Trans.	25.45%	9.53%
16			
17			
18	ABS DIFF	12.7735%	1.9111%
19			
20	Correlation		
21	1. Reenerg.	0.65299	
22	2. Adj.	0.57538	
23	3. Trans.	0.68798	
24		0 63040	
Ş	Average	U.03878	



NEW CLIENT ANALYSIS FLOW DIAGRAM

	П					0	9
	Ь	<i></i>	7			#DIV/0!	
	0	690	3. Trans.			# DIV/0I	
	Z		2. Adj.			# DIV/ 01	
	W		1. Reenerg.			# DIV/0!	
	×	"Fill in Qualifying Criteria"	Interval	N N N N N N N N N N N N N N N N N N N	V V V V V V V V V V V V V V V V V V V	Growth Strategy:	
	_	"Fill in Q	=			<u> </u>	
The state of the s	Ŧ	6	>				
interested in	F G	696.	Value	#DIV/0! N/A N/A N/A	#DIV/0! N/A N/A N/A		
	Ш		Nov	(io)			
	0	ient Name"	7	Key Business Parameters 1. Mkt Share/Revenue Ratio 2. Asset Intensity (Asset/Rev Ratio) 3. Change in Profitability Funding Strategy / Risk 1. Company Beta 2. Debt/Equity Ratio	3. Creditworthiness 4. Cash Flow/Revenue Ratio Market 1. Relative Market Share 2. Change in Market Share 3. Relative Elasticity of Demand		eddis Prisiones (Custo Priedes) Priedes) Priedes) Priedes)
	3 C	"Fill In New Client Name"	λ^{\prime} I. Prediction	 A. Key Business Parameters 1. Mkt Share/Revenue Ratio 2. Asset Intensity (Asset/Rev 3. Change in Profitability B. Funding Strategy / Risk 1. Company Beta 2. Debt/Equity Ratio 	3. Creditworthiness 4. Cash Flow/Revenue Ratio C. Market 1. Relative Market Share 2. Change in Market Share 3. Relative Elasticity of Dema		L'Admelt Adella de la description de la descrip
	A B	1 "Fi		4		20 21 22	23 24 27 28 29 30 31 33 33 33 33 33 34 35 36 36 37

	Ф								,					Chare	Assets	A/N	Α/Z	₹\Z	A/X	₹/Z	A/N		N/A	A/N	A/Z	A/X	A/N	A/N	N/A	N/A	N/A	N/A		
•	0		d (4 digit)	ivisions (<u> </u>	Salario esp								% Change in Share	Aevennes	A/N	Υ X	Ϋ́Z	N/A	A/N	N/A		A/N	N/A	N/A	N/A								
	z		Year Business Founded (4 digit)	Number of Business Divisions O R&D Allocation (in mil)		; ; b									% Share		#DIV/0i	#DIV/0!	#DIV/0i	#DIV/0i	#DIV/0!		#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0!	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i		
	L M		Year Bus	Number		Appli Statement				Stolkiete, brinst					Assets																			
	×			 -										c	% Share	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i		#DIV/Oi	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIN/0i	#DIV/0i	#DIV/0il		
	ſ		Available	(ill (ill	nit)	ni)	[(°	-	Revenue	l	es Involved	nusmes			Revenues															. —				ole
12 P	H 1	NOIN I	Number of Years Data Available	Net Income (in mil) Net Income (in mil)	Net Income (in mil)	Net Income (in mil)	Market Share (%)	Market Share (%)	Largest Player's Revenue		Number of SIC Industries Involved	Elasticity Suffi of All Industries Company Bota Hard	Company Beta Switch		% Share	i0/AlG#	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i		∐i0/∧IG#	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i		Samol
(C. F.)	FG		Number	2 Z		(S)	0		0		Number	Compan	Compan		Assets														<u>-</u>					
6	·	→							·			· · · · · ·		5	% Share	i0/\lot()#	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0I		#DIV/0i	#DIV/0i	#DIV/0i	#DIV/0i								
069	0		able			_J <u>-</u>			ng (in mil)	danky (in mil.)	Jebt)	Year (in mil)			Revenues		_		-															
	S	æ	Latest Year Data Available	Revenues (in mil)	Revenues (in mil)	Revenues (in mil)	Assets (in mil)	Assets (in mil)	Debt Outstanding (in mil)	Silarefloider's Equity (in mil)	Liabilities (w/o Debt)	Cash at End of Year (in mil)	Interest paid	ss Mix	Geography Region	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Business Segment	Segment 1	Segment 2	Segment 3	Segment 4	Segment 5	Segment 6	Segment 7	Segment 8	Segment 9	Segment 10	ļ	
	A B	39 40 III. Data 41	42 Latest \	<u>,</u> Ξ	(2)	46 (3)	<u>, 0</u>	£	0,0	<u> </u>	22 0	0	0	56 Business Mix	57 Geogra		 -					_									7.4 Seg		76	

Sample

100 E